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**GLOBALIZATION AND THE PHENOMENON OF SELF-INITIATED EXPATRIATION  
PLAYED BY MILLENNIALS**

**FILIPA DE ALMEIDA TRIGUEIROS DE ARAGÃO  
Nº2581**

A Project carried out on the Human Resources Management, under the supervision of:  
Professor Rita Campos e Cunha

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**Abstract**

In this work we analyze the increasing trend of self-initiates expatriation by the so-called Millennials. Five main hypotheses were tested in order to better understand the career and life motivations of this young population. A survey with a sample of 309 people between the ages of 20 and 30 years old showed Millennials are Self-Initiated Expatriates (SIEs) particularly by intrinsic motivations.

**Keywords:** Millennials, Self-Initiated Expatriates, Globalization, Outside Ambitions, International Careers

## **1. Introduction**

Nowadays, it is commonly perceived that working abroad is not only a matter of economic conditions, but also a personal choice. More and more, we witness and hear about new talents who expatriate from their home countries, even when they could have good job conditions in those places. In fact, the language is no longer a problem as all the great universities in the world, especially regarding the fields of Management and Economics, are teaching mostly in English (BBC News, 2016) making all students global. Another explanatory factor, believed to have a huge impact in this new wave, is the high percentage of students doing an exchange program throughout their Bachelors or during their Masters. The numbers of 2013 show that over 4.1 million students went abroad to study, up from 2 million in 2000, representing 2 in 100 students globally (Unesco, 2016). Often, it represents the first time for these Youngsters to live alone away from their parents and, therefore, by living independently in a different city as well as by making different kinds of friends from all over the world, the program creates an adventurous spirit which encourages this generation to repeat the experience and live new ones in the future.

As Ceric & Crawford mention, “SIEs are skilled and mobile individuals who present a large but untapped pool of skilled international workforce” (2015: 1). In that sense, it is crucial to start understanding this phenomenon since the Self-Initiated Expatriates’ location and employment decisions may have large impacts on the growth and development of countries and cities. They also agree that the existent literature is mainly dedicated to the traditional Company Assigned Expatriates (CAE) and that is why this project is relevant.

On the other hand, attracting and retaining talented human capital has become one of the main sources of achieving competitive advantage in business. Recruiting the talent from the worldwide job market by showing them the benefits a specific company can provide to its employees (specifying the Employer Brand) means that knowing their ambitions is mandatory (Alniaçik & Alniaçiak, 2012). Also, the nature and the drivers of international assignments are becoming progressively more complex (Mayerhofer, *et al.*, 2004). However, the new trend concerns individuals taking charge of their career plans without the direct support of an organization (Carr, *et al.*, 2005). SIEs represent today a larger number than CAEs or Organizational Expatriates (Myers & Pringle, 2005). Besides, the acquired demographics, including marital status, nationality, previous expatriate experience and individuals' professional stage, make SIEs different, between themselves, regarding the reasons to expatriate such as adventure/travel, career, family, financial incentives and life change/escape (Selmer & Luring, 2011). However, the literature is still developing concerning this topic.

Who are SIEs and what are their motivations? Is it true that half of the new generation wants to work outside of their home country? Is it in fact happening today? What are the main characteristics of the "Millennials"? What are their careers and life desires? What are the main reasons for them to go abroad? Are these reasons different for the Portuguese and the non-Portuguese? Does the region to go matter or the company itself is fundamental to take the decision to expatriate? Is there any similarity between the cities which are more demanded by this generation? Do exchange programs in fact influence the choice on whether to stay or go? These are the main questions being analyzed in this project, testing five hypotheses through a survey.

## 2. Literature Review and Hypotheses

Millennials, also known as Generation Y, are people who were born between the early 1980s and the mid-1990s (Smola & Sutton, 2002) and have been described in very opposite ways. On the negative side, they have been described as lazy, narcissistic, someone who jumps from job to job and even as having unrealistic expectations of working life. However, and despite being sometimes entitled as "The Me Me Me Generation", this group has also been described as being open-minded, confident, self-expressive, liberal, optimistic and receptive to new ideas and ways of living (Live Science, 2013). In that sense, Millennials have several characteristics in common with SIEs (concept created by Inkson *et al.* in 1997) namely the novelty seeking, the openness to change, and the high tolerance for risk and uncertainty. Studies revealed SIEs as having proactive personalities, being open to new experiences and focusing on learning and embracing challenges (Briscoe, *et al.*, 2006) more than the Company Assigned Expatriates (CAEs), who have the training, the salary and the support from their employers.

In 2013, a study from The Boston Consulting Group, which surveyed over 200.000 people from 189 countries, found that on average 63.8% of the sample were already living abroad or were willing to move to a foreign country for work (Business Insider, 2014). Therefore, the first hypothesis to be tested in this project is:

*H1: More than 50% of the Millennials want to work abroad, are now working abroad or have worked abroad.*

As mentioned previously, a large number of students participate in exchange programs such as Erasmus in Europe. According to the European Commission, and concerning their studies, 40% of the students who applied to the program moved to another country after graduation, and 93%

imagine living abroad in the future (International Exchange Erasmus Student Network, 2016). Also, Tesluk & Jacobs (1998) and Woodside & Lysonski (1989) showed that past experiences significantly affect future decisions. Hence, our second hypothesis will be:

*H2: There is a positive correlation between having done an exchange program and the desire to live and work abroad.*

In what regards the reasons for expatriation, Selmer & Luring (2011) used a sample of SIEs from five northern European countries and they found that the most common reasons to expatriate were firstly the “Travel/Adventure” factor of having new experiences, secondly the “Career” prospects and thirdly “Family” motives or circumstances.

The economic crisis in Portugal has been associated with the so-called “brain drain”, because of the high percentage of youth unemployment, namely in terms of college graduates. Regarding the data from INE (National Institute of Statistics) it represents 13.3% of the population between the ages of 25 and 34 years old (E-konomista, 2016). Current data shows us that the great majority (86%) of the Portuguese Millennial felt excluded from their country and 41% said there were times which they felt obligated to emigrate (Diário de Notícias, 2016). Therefore, and because of the particular situation of this country, it could be interesting to test a third hypothesis:

*H3: The main reasons for Portuguese Millennials to expatriate differ from the non-Portuguese.*

Regarding the moment when the expatriate decision takes place, SIEs must decide not only to which companies they will apply, but also where they will move to and live in. Suutari & Brewster (2000) and Doherty *et al.* (2011) agree that the host country’s environment, as well as its reputation and cultural attractiveness, are so relevant as the ability of the country to offer great

employment opportunities. There is therefore the possibility that Millennials choose the location they want to go to, and then try to look for companies to apply to. Hence, our fourth hypothesis is:

*H4: Millennial SIEs choose the location before choosing the company to apply for.*

Considering the importance of the location, the attributes of the cities such as the lifestyles, entertainment, nightlife and also the cultural characteristics are found to be drivers that attract a large number of talented people (Florida, 2002). These characteristics are associated with more cosmopolitan cities and therefore, the fifth hypothesis is:

*H5: The places more demanded by Millennial SIEs are cosmopolitan cities.*

### **3. Methodology and Data**

#### **3.1. Research Method**

An online survey was conducted during the period of 5<sup>th</sup> August to 6<sup>th</sup> October 2016, having been sent by e-mail or by social networks, to the largest possible number of people between the ages of 20 and 30 years old.

##### **a) The sample**

The mean age of the inquired population is 24.3 years old and the final sample is composed by 309 people, being 52.8% females and 47.2% males. Additionally, 63.1% have a post-graduate degree, 35.6% an undergraduate degree and just 1.3% has high school studies. We may consider that this sample is highly qualified. Below, are presented some important characteristics of the respondents.

**Table 1: Nationality**

	Frequency	Percentage
Portuguese	176	57,0
Others	133	43,0
Total	309	100,0

**Table 2: Gender**

	Frequency	Percentage
F	146	47,2
M	163	52,8
Total	309	100,0

**Table 3: Age**

	Frequency	Percentage
20	1	,3
21	7	2,3
22	39	12,6
23	75	24,3
24	82	26,5
25	62	20,1
26	22	7,1
27	10	3,2
28	5	1,6
29	5	1,6
30	1	,3
Total	309	100,0

**Table 4: Academic Background**

	Frequency	Percentage
High School	4	1,3
Undergraduate Degree	110	35,6
Post-Graduate Degree	195	63,1
Total	309	100,0

**Table 5: Academic Area**

	Frequency	Percentage
Management, Economics or Finance	186	60,2
Other	123	39,8
Total	309	100,0

**Table 6: Exchange Program**

	Frequency	Percentage
Yes	221	71,5
No	88	28,5
Total	309	100,0

**Table 7: Current Situation**

	Frequency	Percentage
Do not want to work outside	35	11,3
Would like to work outside	145	46,9
Currently working outside	100	32,4
Already worked outside	29	9,4
Total	309	100,0



## **b) Measures**

*Self-Expatriation:* one question was asked: “What is your current situation?”, having four options of answer: (A) I don’t want to work outside; (B) I would like to work outside of my home-country in the future; (C) I am currently working outside of my home-country; (D) I already worked outside of my home-country and returned.

*Exchange Program:* one question “Have you done an Erasmus/ Exchange Program?” was made, having the respondents to answer “Yes” or “No” regarding their participation.

*Reasons to Expatriate:* the scale developed by Richardson & Mallon (2005) was used, ranging from 1-“Disagree strongly” to 5-“Agree strongly”.

*Nationality:* dummy variable, where the number “1” was given to the Portuguese and the number “0” was given to non-Portuguese.

*Preference of Location or Company:* a question was asked according to the type of individual: (B) “Considering your “dream” location and “dream” job what has greater importance to you?”; (C) and (D) “When making your decision to move abroad which had greater importance?”.

*Ideal Location:* one question “Please indicate up to 3 locations in which you would like to work” was made to individuals grouped as (B); the question “Please indicate the location in which you work” was made to (C) individuals; and “Please indicate the locations in which you have worked” was asked to (D) individuals.

*Cosmopolitan Location:* to consider if a specific city was “cosmopolitan” or not, the factors chosen for making this consideration were the following: number of inhabitants, if the specific city is a country’s capital or not, its cultural diversity, if it is considered as one of the most

fashionables cities worldwide, the number of different religions existent in the city, and finally, the number of tourists per year. Therefore, after this analysis, a dummy was created and it was given a number “1” to: London, Lisbon, Paris, Rome, New York, Madrid, Stockholm, Berlin, Amsterdam, Hong Kong, Tokyo, Rio de Janeiro, Dubai, Brussels, Toronto, Miami, Sydney, Boston, Buenos Aires, San Francisco, Barcelona, San Paulo, Munich, Melbourne, Vienna, Geneva, Milan, Cape Town, Copenhagen, Frankfurt, Chicago, Auckland, Los Angeles, Shanghai, Luxembourg and Singapore. And it was given a “0” to the other cities which were not considered worldwide cosmopolitan cities.

### 3.2. Statistics

In order to test the five hypotheses, SPSS was used. After that, the five hypotheses were tested using a confidence interval of 95%. Results will be presented for each hypothesis.

*Hypothesis 1* proposed that more than 50% of the Millennials want to work abroad, are now working or have worked already. Results of the binomial test support this hypothesis (p-value=0) since the null hypothesis is rejected; 89% of the surveyed individuals said they desire, actually are, or have already been working outside of their home county.

**Table 8: Binomial Test**

	Category	N	Observed proportion	Proportion of test	Sig exact (bilateral)
Group 1	Want/are/went outside	274	,89	,50	,000
Group 2	Do not want to go outside	35	,11		
Total		309	1,00		

*Hypothesis 2* proposed that there is a positive correlation between the ones who have done an exchange program and the ones who desire to live and work abroad. Using a Binary Regression, it is observed that the variable “Exchange Program” is in fact significant to explain the

Millennials' Current Situation. The p-value is equal to 1.9%, which is less than 5%, and so the null hypothesis is rejected (having done an exchange program does have impact on the future choices of Millennials).

**Table 9: Variables of the equation**

	B	E.P.	Wald	df	Sig.	Exp(B)
Exchange Program	-,860	,366	5,517	1	,019	,423
Constant	3,224	,554	33,880	1	,000	25,118

Furthermore, by recurring to a Chi-Square Test, it can be verified that this hypothesis is correctly approved by the Adjusted Residuals (with values of 5.7) that are higher than 1.96, evidencing a predisposition; 74.5% of the Millennials who desire to work abroad had a previous experience outside of its home country. On the other hand, not having done an exchange program is statistically related with “Do not want to work outside”.

**Table 10: Cross-Tabulation *Current Situation & Exchange Program***

			Exchange Program		Total
			Yes	No	
Current Situation	Do not want to work outside	Score	19	16	35
		% of Current Situation	54,3%	45,7%	100,0%
		Adjusted Residuals	-5,7	5,7	
	Would like to work outside	Score	108	37	145
		% of Current Situation	74,5%	25,5%	100,0%
		Adjusted Residuals	5,7	-5,7	
Total	Score	127	53	180	
	% of Current Situation	70,6%	29,4%	100,0%	

**Table 11: Chi-square Test**

	Value	df	Sig (Bilateral)
Pearson Chi-square	5,536	1	,019
Likelihoodratio	5,223	1	,022
Association Linear for Linear	5,505	1	,019
N° of valid cases	180		

*Hypothesis 3* suggests the main reasons to expatriate differ from the Portuguese to the non-Portuguese Millennials. Results support this hypothesis, using three Mann-Whitney's Tests.

**Table 12: Mann-Whitney's Test**

	<b>Adventure</b>	<b>Career</b>	<b>Family</b>
<b>N</b>	274	274	274
<b>Mann-Whitney's U</b>	7 688,50	11 506	10 936
<b>Significance</b>	0,006	0,001	0,015

Since the three p-values (0.6%, 0.1%, 1.5%) are lower than 5%, the null hypotheses (named, the reasons to expatriate regarding "Adventure", "Career", and "Family" are the same for the two groups) are rejected. Additionally, it is verified that for the non-Portuguese, "Adventure" has greater importance, giving them higher values for sentences such as "I want to see more of the world", whereas for the Portuguese it is observed higher values given to Career and Family motivations.

*Hypothesis 4* proposes that Millennials choose the location before choosing the company to apply for. Using a Chi-Square Test, results support the hypothesis in the case of Millennials who are "Currently working outside" (Situation C) by the positive Adjusted Residuals, higher than 1.96. However, for individuals who "Would like to work outside" (situation B), the significant relation that exists regards to the "Company" decision first, by applying the same statistic rule.

Additionally, for individuals who "Already worked outside and returned" (Situation D), the decision between the Company or the Location first, is not significant (Adjusted Residuals < 1.96) to justify the choice.

**Table 13: Cross-Tabulation *Current Situation & Decision of Location/Company first***

			Decision		Total
			Location	Company	
Current Situation	Would like to work outside	Score	49	95	144
		Adjusted Residuals	-3,2	3,2	
	Currently working outside	Score	56	44	100
		Adjusted Residuals	3,2	-3,2	
	Already worked outside but already returned	Score	13	16	29
		Adjusted Residuals	,2	-,2	
Total		Score	118	155	273

**Table 14: Chi-square Test**

	Value	df	Sig (Bilateral)
Pearson's Chi-square	11,644	2	,003
Likelihood ratio	11,679	2	,003
Association Linear for Linear	6,124	1	,013
N° of valid cases	273		

*Hypothesis 5* suggests the places more demanded by Millennials are cosmopolitan cities. Resorting to a dummy, this trend could be observed. Using a Chi-square Test, the fact of choosing a Cosmopolitan City is a significant variable with regards the Millennials' Current Situation ( $p\text{-value}=0.00 < 5\%$ ).

The positive Adjusted Residuals, which have values above 1.96, demonstrate that Millennials who desire to go abroad (B) privileged big worldwide cities; whereas the ones who are actually outside (C), or were already (D), do not think of this criterion as significant. However, by observing the percentages, it can be seen that the majority has in fact chosen the cosmopolitan ones, despite this choice not being considered as relevant for the ones who did expatriate.

**Table 15: Cross-Tabulation *Current Situation & Cosmopolitan Cities***

			Cosmopolitan		Total
			Don't choose big cities	Choose big cities	
Current Situation	Would like to work outside	Score	11	134	145
		% of Current Situation	7,6%	92,4%	100,0%
		Adjusted Residuals	-5,8	5,8	
	Currently working outside	Score	33	67	100
		% of Current Situation	33,0%	67,0%	100,0%
		Adjusted Residuals	3,6	-3,6	
	Already worked outside but returned	Score	14	15	29
		% of Current Situation	48,3%	51,7%	100,0%
		Adjusted Residuals	3,8	-3,8	
Total	Score	58	216	274	
	% of Current Situation	21,2%	78,8%	100,0%	

**Table 16: Chi-square Test**

	Value	df	Sig (Bilateral)
Pearson Chi-square	37,189	2	,000
Likelihood ratio	37,981	2	,000
Association Linear for Linear	36,299	1	,000
N° of valid cases	274		

## 4. Discussion

### Millennials and work abroad expectations

The results show that only 11.3% of the inquired sample does not want to work abroad, 46.9% would like to expatriate, 32.4% are now working abroad, and 9.4% of this generation has already worked abroad and returned. These results can be associated with globalization, having implications for companies to attract the larger talent pool with mechanisms beyond expatriation, such as international mobility and global careers that can create value for organizations.

Organizational websites constitute a tool for corporate branding and public relations (Winter, *et al.*, 2003; Point & Dickmann, 2011). Companies who target potential SIEs must carefully

consider their Employer Branding, since it includes internal and external factors that promote a clear view of what makes a firm different and desirable for this segment (Backhaus & Tikoo, 2004). In that sense, the company's website is a primary platform for its branding strategy, as well as a useful mechanism for seeking information by the targeted candidates, differentiating the organization from its competitors. Point & Dickmann (2011) suggest that this is one of the priorities of many companies, in their "War for Talent"; which is consistent with the findings of the Boston Consulting Group & European Association for Personnel Management (2010), that the management of talent is one of the most important challenges in the near future. Thereby, companies should emphasize specific conditions to attract Millennials, showing how they can achieve what they want, namely by providing them new opportunities, skills, resources and networks on a global scale. The website and online recruitment platforms are an important recruitment method. Their design and global branding message, as BMW or L'Oreal do, should be consistent despite of the country (Evans *et al.*, 2011). With high values of efficiency, companies' websites can be seen as a key to promote HR practices and capture the attention of the candidates (Winter *et al.*, 2003).

### **Exchange Programs and its impact on work mobility**

The global population of internationally mobile students more than doubled from 2000 to 2011 (Unesco, 2016) and our results show that there is a significant relationship between the desire to go abroad and a participation in exchange, as well as a significant relationship between the decision to stay working in the home country and not having participated in a program.

The Erasmus Impact Study, which included almost 80.000 respondents, including students, employers and higher education institutions across the 34 European countries, reports that not only the ones who have participated in the program were more willing to find a job, but also their

ability to pursue the skills to the jobs were better. More than 85% of the Erasmus students have applied to it in order to reinforce their employability abroad and the unemployment rate after 5 years of graduation is 23% lower for these ones, than to the other students who did not take the program. Furthermore, exchange programs increase the transversal skills such as problem-solving and confidence issues, which 92% of the employers are looking for. More than 1 in every 3 students who did an exchange were hired or offered a position in a company abroad, and almost 1 in 10 graduate students who did work abroad started their own company. As the students' cultural understanding gets higher, the adaptability to change also increases, as well as their cooperation when working in groups and their social awareness to global problems, characteristics that can contribute to make them future global leaders. This is why nowadays a large proportion of the employers value the international experience of the candidates and give them more responsibility than to others (International Exchange Erasmus Student Network, 2016).

Finally, the same study has estimated that 27% of the Millennials who did Erasmus met their partners during the staying abroad, 33% of them have a partner with a different nationality, and more than one million babies were born from Erasmus couples since 1987, making this generation the most international ever.

### **Portuguese versus Non-Portuguese differences**

The general assumption that money or promotion is the most relevant reason to expatriate should be questioned (Crowley-Henry, 2007). This survey showed us that the principal motivations to expatriate concerning this younger population who are non-Portuguese is firstly the “Adventure” factor, secondly the “Family” circumstances and only thirdly the “Career” motivations.

On the other hand, for this qualified Portuguese generation, the “Career” factor remains the main reason to expatriate, being the major motivation to go abroad. Also, it is interesting to see that the



“Family” drivers seem to have greater importance for the Portuguese comparing to others, whereas “Adventure” comes last. This finding can be related with the high youth unemployment rate, the job insecurity lived in the country because of the financial and economic crisis, as well as the low wages that take place in Portugal (Jornal de Negócios, 2016). These push factors were reported by 57% of respondents between 25 and 34 years, who said they were considering emigrating or have already done so (Dinheiro Vivo, 2016). Another explanation for “Adventure” not being the first motive to go abroad by the Portuguese may be associated with the Portuguese national culture, which according to Hofstede (1980) is high in Uncertainty Avoidance, i.e., security is valued by the Portuguese, in contrast with risky situations.

### **Location or Company: Which comes first?**

The majority of those who are now working abroad have chosen the location first, as well as the ones that went and have already returned (53.49%). In the opposite side, when the question concerns the “dream” location and the “dream” job, this last one seems to have greater importance for those who would like to go abroad in the future but did not go yet (66.21%). Millennials motivation is therefore not only adventure and financial conditions, but also safety, convenience and comfort (Selmer & Luring, 2010), which some locations can give them more than others, concerning the lifestyle they desire, the family circumstances/a partner’s career, or even concerning the weather in that place. In fact, Froese (2012) reported that 30% of his sample expatriate due to marriage and this represents a totally “location” choice and could be an example of the family situation being one of the biggest reasons to expatriate by Millennials.

As Millennials are free mobile individuals who plan their development career, not only by choosing the location, but also by selecting the best companies for them to work in, this represents a challenge for the HRM to retain the talent (Selmer & Luring, 2010). In that sense,

the concept Employer of Choice (EOC) is a strategy to attract SIEs and gain competitive advantage (Wickham & O'Donohue, 2009) by developing two main features (Wilden, *et al.*, 2010): the working environment and the brand identity. The first element regards the organization's culture and management style (and here we have Google's example which has created a distinctive thing by investing in an exciting working atmosphere), whereas the second one concerns company's values, showing the uniqueness of some organizational aspects (Backhaus & Tikoo, 2004), such as by communicating their interests in the candidates soft skills, the importance of creativity, and the employee recognition. Furthermore, since the question of choosing the location first or the job is divided, it is believed that companies should align their HR strategies with the desirability of the cities, in order to attract and retain talented Millennials.

### **Cosmopolitan Preference**

The data showed us that the world's most cosmopolitan cities are the ones where the Millennials desire/are/were expatriated to (78.8%); the most required cities being London, Madrid, New York, Lisbon, Paris, Barcelona, Berlin, Amsterdam, Sydney, San Paulo and Boston. However, through the performed statistical test, results are not significant for individuals who are or already were working abroad. This can be explained by the difference between the desire and the moment to go, as difficulties related to finding a job in a specific city, as well as problems with visas, can occur. Also, it can lead us to think that the younger Millennials are becoming more selective regarding their choices; what can be easily explained by the characteristics that represent this generation, such as the novelty seeking, the cultural diversity, the life balance, the historical-architecture, the contact with different kind of people and the feeling of power that these cities give, providing them a sensation of being worldwide citizens. In addition to pull factors, such as "word-of-mouth" reputation, these places can benefit from Location Branding, which can have a

large impact on the choice (Kavaratzis & Ashworth, 2005). Location Branding joins the marketing concepts with public urban planning. It demonstrates not only the people behaviors but also the institutions and city image, the physical characteristics, the media (such as magazines, internet and television), or the communication between the residents and the tourists. In fact, Zenker, *et al.* (2013) defined four categories to measure the satisfaction of residents regarding a city: urbanity and diversity, nature and recreation, job opportunities, and cost effectiveness. Urbanity and diversity have been considered the most important for SIEs (Zenker, 2009), and therefore, this can also explain why cosmopolitan cities are more demanded by Millennials.

As much as the Employer Branding is a significant strategy for companies, Location Branding can also be for cities, developing and improving their social, cultural and economic conditions. This should be a priority for cities authorities (not only for the ones considered more cosmopolitans) since the most relevant influence to the economic growth of cities is the existence of skilled workforce (Glaeser, *et al.*, 1995).

### **Gender Differences**

An interesting point regarding the five examined hypotheses is that both female and male Millennials have in general the same results. In fact, more than 50% of both desire, are now or were working abroad; the reasons to go are equivalent; both who expatriate have chosen the location before choosing the company; the most wanted cities are the same; and the rate of having done an exchange program is equally higher for both groups. The only subject where they seem to differ regards the job sectors, where females say they would like to work in the Fast-moving Consumer Goods and then in Consulting, whereas the males prefer firstly the Consulting and then the Technology areas. When the question is “In which sector are you working?” for the majority of males the answer is Banking; whereas for females, Banking represents the second place, just after the Fast-moving Consumer Goods. However, when the question is “In which

sector have you worked?” by the answers we see more females in the Banking/Financial area (18.18%, the same percentage of Tourism and Hospitality) than men, who have Industry/Manufacturing firstly (22.22%). Therefore, we can state that, in the 21<sup>st</sup> century, we do not have a pattern for the sectors where male and female work. The tendencies concerning the sectors, as all tested hypotheses, are not a matter of gender.

## **5. Limitations**

In terms of nationality, 57% (176 people) are Portuguese, being the rest of the sample composed by individuals from all over the world. This can be considered as a limitation since half the inquired people were born in the same country, having the same cultural and social reality, which can bias the answers by their tendencies. Also concerning nationalities, despite their great diversity, from Mexicans to Russians, Brazilians to Kazakhstanis, or Australians to Libyans, the majority are Western individuals, which can also deviate some of the answers, privileging for instance the flexible working hours, task and payment attractiveness, as well as the location. These factors can have lower importance for people living in more collectivistic countries, such as China or Hungary, that do not privilege the work-life comfort so much as the ones from Germany or Switzerland (Baum & Kabst, 2013).

Furthermore, the most analyzed background area was related to Management, Economics and Finance (representing all together 60.2%) which can be considered as another limitation and it consequently had influence regarding the most demanded areas to work abroad in, being those: Consulting (44.1%), Fast-moving Consumer Goods (35.1%), Start-Ups (25.5%), Communications (24.8%) and Banking/Financial Sector (22.1%).

On the other hand, this project is a cross-sectional study. We tried to see the expatriation of Millennials in different scenarios, introducing a quali-longitudinal perspective, but it is a

“picture” as it describes the moment and not the entire phenomenon. For instance, we do not know if people who said that “Would like to go abroad to work” in fact will.

## **6. Conclusion**

It is commonly known that having a global career or simply working abroad in the first periods of the adult life can develop or enrich candidates’ future careers, acquiring new competences, developing a network of relationships, sharing expertise, knowledge and abilities, and make them more prepared for the next professional move. Millennials are risk-lovers; they seem do not like monotony, as shown in the most recent Deloitte Millennial Survey (2016) where two-thirds mention that by 2020 they expect to leave the companies where they actually are working in. Therefore, this represents a great challenge for businesses that truly need to be continuously updated in order to retain the most talented people.

As Millennials often do not have their own family already, delaying family decisions (Goldman Sachs, 2016), the expatriation choice is many times driven essentially for the desire of new experiences and for a future career plan (Inkson & Myers, 2003; Richardson & Mallon, 2005), which in a later professional or family stage is normally a crucial issue for the choice of departure.

As concluded by Ceric & Crawford (2015), the decision is voluntary about which country, what company, how long. SIEs are characterized by Personal Agency (Tharenou, 2008), meaning that they have control over the environment which surround them, as well as control over the goals they want to achieve. Millennials have proactive personalities, they are confident to face challenges, and they are positive individuals who expect to receive the outcomes they think they deserve regarding their skills, even if they need to adapt to a different country and culture.

Besides, as they take responsibility for their own career, the concept of Career Agency can be also applied to Millennials, who set their plans and priorities and sell their competencies for the companies with the values they pursue (Biemann & Andersen, 2010), namely to companies with a purpose, that are perceived as having integrity and putting the people and client's satisfaction as their first priority (Deloitte, 2016).

Being the first generation to be born in a digital world, growing with internet and smartphones, using the right messages and properly using the websites, companies can reinforce themselves in the global arena, being proactive in "capturing" the attention of skilled Millennials. As Point & Dickmann (2011) report, several large multinational companies as BNP Paribas, Danone or Renault, seem not to sufficiently explore and take advantage of the online world, sometimes neglecting important practices to attract global youth talent.

As observed throughout this project, there are several features that can influence the choice to work abroad such as the urban diversity, social equity and inclusion, the cultural mix, the lifestyle benefits or flexibility, or even the low income tax. Since many answers showed Lisbon is a desired capital to live and work in, this country should take advantage of the results of this assignment. The Portuguese want to go abroad for career and economic motivations, but also for the life quality that other countries can provide them with, namely concerning the flexible working hours, the support regarding the expenses such as house, health care systems, visas, transportations, or even with children and spouse adjustment. Being Portugal a collectivist country (Hofstede, 1980), the Portuguese Millennials value the family more than others, and the fringe benefits that companies could give them should take this fact in consideration. It is crucial for Portugal, especially Lisbon, to align the city branding with the employers ones, joining the Managers with the City Authorities, if it wants to be a place for talent of the 21<sup>st</sup> century.

Millennials represent the most multicultural and open-minded generation ever, and this is something that could easily be perceived by the recent worldwide political events. Globalization along with technological advances, and the economical alliances between the countries, blurs the geographical boundaries. The Erasmus Program motivated the students to go out of their comfort zones and discover a new city for studying, but the European Union is discussing a policy to offer a “free interrail” for the European citizens when they reach the age of 18, in order to increase the spirit of union within the continent. Therefore, the children of Millennials, who this project talks about, could be the first generation to travel free of charge throughout Europe. If this happens, it will certainly represent a first step for a new generation which will be even more willing to move abroad than their parents, given the lower physical and psychological distance available to expatriate.

## 7. References

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